

\*5/20/93

# *Promote Speakers in Local Markets* (Continued)

(Special Note to TCG: 1) As you know, we have 200 media trained activists in the field. Prior to this project, we were working on plans to fully activate all of these people. How we plan to work with these folks is outlined on page two. 2) At our request RJR trade relations will, at their meeting next Wednesday in Washington, ask the AWMA wholesalers to provide a list of their "Go To" people in every state who would be willing to serve in this role. The plan we were working on called for us to prepare a news release for each of 50 states on the economic impact of the FET. One objective was to provide Tommy Payne with some clips from home districts.

## 2. Issue Training & Media Training

- Determine material needed for issue training. If none exists, immediately develop talking points, palm cards, Q&As and briefing book. Otherwise use what is available.
- Determine which spokespersons need media training. Conduct media training, as needed. (Note RJR allied forces training already scheduled.)

Time line: TBD

## 3. Building Awareness & Credibility - Communications Effort

Goal: News media will recognize our spokespersons as source for accurate, timely and credible information on FET/ETS. Work with media.

- RJR/PM puts editorial effort into high gear developing op-eds, letters to editor, news releases, talking points, backgrounders - generic and state/market specific - for use by each spokesperson.

Time line: TBD

(Special Note to TCG: 1) As mentioned on page one, we were planning to distribute a news release through each statewide smokers' rights spokesperson. A generic piece would be provided to each Field Coordinator, along with state specific date; FC's would work with each spokesperson. 2) For industry spokesperson - wholesalers and retailers that RJR Trade Relations identifies, we are working on plans for distribution on economic impact in each state. We are exploring the possibility of working with each state spokesperson, but faxing the release ourselves in a highly organized fashion using faxing services. Cost would be about \$1.10 per release, which would probably go to a total of 7,000 nationwide media outlets.

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## *Promote Speakers in Local Markets* (Continued)

If I understand our RJR/PM mission correctly, we will determine who will do what, and how best to split the work and cost.

- Outreach: Each spokesperson will be given a list of all media in area. Where feasible, spokesperson will schedule brief one-on-one meetings with reporters/editors to introduce themselves and leave information. Key media not reached will be mailed a rolodex-type card with brief information.

Time line: TBD

- As appropriate, spokesperson may be asked to be part of group conducting editorial board meetings (see "Editorial Boards" section of overall plan.)

#### 4. Speakers Program

Goal: Spokesperson will speak to as many community groups as possible to explain position.

- Provide spokesperson with guide on what kind of groups to seek speaking opportunities, how to contact, what to say to get acceptance, etc. (Or, if budget and time permits, actually provide spokespersons with list of organizations, telephone numbers etc. for their specific market.)
- Use same materials used for issue training. Also provide each speaker with 1) prepared presentation (with simple visual aides), and 2) outline for more information presentation.
- Develop leave behind materials for each spokesperson.

Time line: TBD

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## *Promote Speakers in Local Markets* (Continued)

### 5. Follow Up

Goal: Maximize positive media placements.

- Develop simple system for spokesperson to report results of speaking engagements and media contacts. (Perhaps phone in or postcard drop - or provide each spokesperson with a PM/RJR contact to serve as resource...or develop a "help desk" concept.)
- Positive news clips will be gathered and distributed to supporters in each market -- each person will send copy of clip and a short personal letter to their U.S. Congressman and Senator.

Time line: TBD

(Victor Han) Identify appropriate journalists for one-on-one briefings on ETS  
identify appropriate messengers.

Action: Researching reporters, messengers.

#### FET:

- Program to have credible speakers able to hit all 50 states, all major markets and state capitals.
- Identified speakers would also author op-eds and the like to augment credibility.
- Speakers trained to obtain platforms, venues (in addition to turn key manual to be developed and supplied.)
- Gain support/help of PM/RJR trade relations, government relations, other resources to identify, contact and recruit potential speakers (retailers, wholesalers, suppliers, growers, smokers rights activists.)
- All must be trained on issue, presentation skills, media.
- Develop national speakers stable of higher profile individuals (think tanks, tax organizations, economists, etc.); determine appropriate venues, mechanism for placement (speakers' own organizations.)
- Develop text, leave behinds, visuals.
- Develop PR support programs. (Cookie cutter approach based on venue, subject matter, key impact issue of focus.)

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## *Promote Speakers in Local Markets* (Continued)

### Next Steps:

-All of the above.

### **ETS:**

-We have not gotten to that yet.

*Budget:*

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### III. Promote Speakers in Local Markets

Summary: Design speakers program for placement of identified spokesperson in local markets designed to attract press attention.

Status:

- o B-M memo/guidelines on identifying potential forums and making contacts distributed.
- o All task force members-identifying potential speakers to build core list (e.g., legal/science/HVAC/personnel consultants).
- o PM has prepared 2 generic ETS speeches (1 each w/slide backup). RJR preparing.

### III. Develop Speakers Bureau

Summary: Design a 50-state speakers program and place identified spokespersons in local markets designed to attract some press attention.

Status:

- o Speakers bureau to be instituted after announcement day w/preliminary work being done now.
- o B-M has delivered a general guide on how to develop speaking opportunities. RJR to incorporate into media training package.
- o PM/RJR in process of preparing 3 draft speeches each (at least one slide supported).
- o PM/RJR have contacted field/government affairs to increase monitoring of local media and have received preliminary lists for LTEs and speaker candidates.
  - RJR sales force received memo re: increased monitoring
  - PM is drafting letter re: increased monitoring for field. Will send to RJR.
  - RJR and PM monitoring services should pick up any letters out there. Will distribute upon receipt.
  - Continuing preparation of speaker lists.
- o RJR is preparing generic speeches from op-eds.
- o RJR has completed media training (point of purchase people, advertising institutes, Congressional Medal of Honor Society); next logical step for these people to become spokespersons.
- o Discussed identifying opportunities to speak and then looking into approaching 2 or 3 folks in national organizations to speak. TI to speak with AWMA and NACS about opportunities.

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● *Project* \_\_\_\_\_ *Media / Communications* \_\_\_\_\_  
\_\_\_\_\_ *Television Interviews*

\*5/20/93

*Lead Responsibility:* PM:  
RJR:

ETS ■ FET ■

*Time Line:*  
-Review week of April 18, 1993

*Description:* (consider)

●  
*Action:*

●  
*Budget:*

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● Project Media / Communications  
Press Briefings

\*5/20/93

*Lead Responsibility:* PM:  
RJR:

ETS ■ FET ■

*Time Line:*  
-April 18, 1993

*Description:* (Get APCO recommendations)

●  
*Action:*  
-Philip Morris

*Budget:*  
●

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# ● Project Media / Communications Editorial Boards

\*5/20/93

**Lead Responsibility:** PM: Victor Han and Burson-Marsteller  
RJR: Mark Smith  
TI:

ETS ■ FET ■

## **Time Line:**

- FET:** -Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.  
-Submit final plans week of May 17, 1993.  
-Initiate program week of May 24, 1993.
- ETS:** -Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.  
-Submit final plans week of May 17, 1993.  
-Initiate program week of May 24, 1993.  
-Review week of March 22, 1993.

**Description:** Place senior executives and identified spokesmen with select editorial boards to discuss industry issues: ETS/Excise Taxes. A press kit and "leave behinds" will be necessary.

## **Action:**

- See following page Re: Educate Newspaper Opinion Creators via a Series of Editorial Board Meetings.

## **FET:**

- Meetings targeted at hometown (district) newspapers of key legislators.
- Representatives of local business/labor, fiscal experts, smoker activists comprise team. Possible use of RJR/PM senior management in selected cases.
- Press kit needed.
- Key markets identified by government affairs.
- Meetings to be scheduled.

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## *Editorial Boards* (Continued)

\*5/20/93

### Next Steps:

- Identify newspapers in targeted congressional districts.
- Review past editorial positions.
- Make Go/No Go decision.
- If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

### **ETS:**

- Continue key opinion leader educational outreach program.
- Meetings with targeted key national, state/state capitol and local newspapers.
- Expert panel may include local representation and nationally recognized experts.

### Next Steps:

- Identify newspapers.
- Review past editorial positions.
- Make Go/No Go decision.
- If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

*Budget:*

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#### IV. Educate Newspaper Opinion Creators via a Series of Editorial Board Meetings

Summary: Focus on hometown (district) newspapers of key legislators (well-crafted letter w/good package) and some bigger newspapers.

##### Status:

- o A priority project. Drop press kits about 10 days before announcement date to selected press. Use Ways & Means and six tobacco states as well as list of targeted columnists.

- o Do follow-up phone call requesting opportunity to respond to health-reform announcement before papers editorialize. Split list up by known PM/RJR/TI contacts; cold calls to be split equally.

- o TI has provided B-M w/ list of reporters at majors who have done story and mentioned TI. B-M to review and supplement if necessary.

- o PM to provide clipping list.

#### IV. Educate Newspaper Opinion Creators via Ed Boards

Summary: Continue ongoing key opinion leader educational outreach program, while identifying and expanding program to key national, state/state capital and local newspapers.

##### Status:

- o B-M has distributed expanded media list.

- o B-M is preparing list of columnists around country who might write on this (including moderates and investigative reporters).

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*Cautious*

● Project \_\_\_\_\_ Message \_\_\_\_\_  
50 Million Smokers

\*5/20/93

Lead Responsibility: PM:  
RJR:

N<sup>o</sup>

ETS ■ FET ■

*Time Line:*

-Review week of April 18, 1993

*Description:* Key talking points: (develop)

-Develop "class war" stressing the impact of FET on lower income people.

-Use LuLac data, Randolph Institute data regarding Hispanic/African-Americans

*Action:*

*Budget:*

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● Project \_\_\_\_\_ Message \_\_\_\_\_  
Canada Tobacco Model a Myth

\*5/20/93

*Lead Responsibility:* PM:  
RJR:

N<sup>1</sup>

ETS ☐ FET ☒

*Time Line:*

-Review week of April 18, 1993

*Description:* Key talking points: (develop)

● *Action:*

- Consider expanding to other countries.
- Philip Morris working

● *Budget:*

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● Project \_\_\_\_\_ Message \_\_\_\_\_  
\_\_\_\_\_ *Courtesy and Common Sense*

\*5/20/93

*Lead Responsibility:* PM: Lance Pressl  
RJR: Tom Harris

W?

ETS ■ FET □

*Time Line:*

-Review week of March 22, 1993

*Description:* Develop talking points

● *Action:*

-Clark Judge

● *Budget:*

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● Project \_\_\_\_\_ Message \_\_\_\_\_  
Hurts Employees

\*5/20/93

Lead Responsibility: PM:  
RJR:

N<sup>o</sup>

ETS ☐ FET ☒

Time Line:

- Review week of April 18, 1993

Description: Key talking points (develop)

Action:

Budget:

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● Project \_\_\_\_\_ Message \_\_\_\_\_  
Tax Regressive

\*5/20/93

N<sup>o</sup>

Lead Responsibility: PM:  
RJR:

ETS ☐ FET ☒

Time Line:

-Review week of April 18, 1993

Description: Key talking points (develop)

Action:

- Factor in EPI data.
- Need to build counter to Earned Income Tax Credit.

Budget:

2048592241

● Project \_\_\_\_\_ Message \_\_\_\_\_  
Breeds Corruption and Black Market

\*5/20/93

Lead Responsibility: PM:  
RJR:

N<sup>0</sup>

ETS ☐ FET ☒

Time Line:

-Review week of April 18, 1993

Description: Key talking points (develop)

Action:

Budget:

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Specimen 1

● Project \_\_\_\_\_ Speeches \_\_\_\_\_  
\_\_\_\_\_ ETS Speech

\*5/20/93

*Lead Responsibility:* PM:  
RJR: Clark Judge

N<sup>o</sup>

ETS ☒ FET ☐

*Time Line:*  
-For review April 18, 1993

*Description:* Themes (develop)

●  
*Action:*

●  
*Budget:*

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# Project \_\_\_\_\_ Speeches \_\_\_\_\_

## Inventory of Speeches

\*5/20/93

yes

**Lead Responsibility:** PM: Craig Fuller  
RJR: Tom Griscom

ETS ■ FET ■

**Time Line:**  
-Ongoing

**Description:** PM and RJR to closely coordinate assignments to deliver a consistent message on each speech that is written.

**Action:**

**Responsibility:**

**Tab 3:**

Consumer Outreach - Consumer Data Base:  
-Insert for redemption packages

PM/RJR - in house

Consumer Outreach - Redemption Stuffers:  
-Card on ETS  
-Card on Federal Excise Tax

PM/RJR - in house  
PM/RJR - in house

**Tab 4:**

Business Outreach - Direct Mail to CEO's  
-CEO/CEO letter  
-Attachment with accommodation program description and information on how PM/RJR can help.

PM/RJR - in house  
PM/RJR - in house

Business Outreach - Business Roundtable:

-Letter for advising BRT members of threat to business posed by EPA/OSHA indoor air regulation.  
-Talking points for discussions with BRT members.  
-Fact sheet.

Burson-Marsteller

2048592245

# Inventory of Speeches (Continued)

## *Responsibility:*

### Business Outreach - Chambers of Commerce:

- Basic speech, ETS
- Basic speech, excise tax
- White paper, ETS
- White paper, excise tax
- Speech for Jim Miller (T)
- Op-ed for Jim Miller (T)
- Talking points for NY meetings with executive directors
- Press kit for executive directors

Clark Judge  
Clark Judge

Clark Judge  
Clark Judge

Burson-Marsteller

### Business Outreach - National Association of Manufacturers:

- Letter to NAM members
- Speech or testimony for senior NAM officials
- NAM fact sheet

Clark Judge

### **Tab 5:**

#### Advocate Outreach - Mass Mailing:

- Letter with appeal
- Self-mailer to send to Members of Congress

PM/RJR - in house  
PM/RJR - in house

#### Advocate Outreach - Volunteer "Advocates"

- Phone bank script (Done)
- Direct mail letter to go to activists

PM/RJR - in house  
PM/RJR - in house

### **Tab 6:**

#### Grassroots Effort - Employees:

- Communiqué from MAM, WIC or other senior executive to, at a minimum, operating company managers and employee groups contacted by Jay Poole as of 3/6/93

#### Grassroots Effort - Suppliers:

- Letter to senior officer in supplier companies (re: ETS and/or excise taxes)

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# Inventory of Speeches (Continued)

## *Responsibility:*

### Grassroots Effort - Accommodation

#### -- Hospitality/Industry:

- Letter to industry leaders
- Talking points for discussions with industry leaders
- Fact sheets on economic impact studies

PM/RJR - in house  
PM/RJR - in house

### Grassroots Effort - Accommodation -- Airport:

- Letter
- Talking points
- Fact sheet

PM/RJR - in house  
PM/RJR - in house  
PM/RJR - in house

### Grassroots Effort - Accommodation -- Workplace:

- Model policy statement
- Fact sheet on technical recommendations for upgrading ventilation systems
- Case studies for publication

PM/RJR - in house  
PM/RJR - in house  
PM/RJR - in house

### Tab 7:

#### Government Affairs - Elected Officials:

- Letters for contacting officials outside Washington
- Talking points for staff to staff contact
- Talking points for appropriate senior executive to official contact
- Letter for officials outside of Washington to send to Federal officials
- Talking points for officials outside of Washington to use in discussions with Federal officials

#### Government Affairs - Governors:

- Speeches for governors
- Talking points for governors
- White papers for governors
- Fact sheets for governors

Clark Judge

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# Inventory of Speeches (Continued)

## *Responsibility:*

### Government Affairs - Briefings on the Hill:

- Talking points
- White papers
- Fact sheets
- Follow-up letters

### Government Affairs - Senior Management Visits:

- Talking points
- White papers
- Fact sheets
- Follow-up letters

### Government Affairs - Member Assignments:

- Talking points
- White papers
- Fact sheets
- Follow-up letters

### Government Affairs - Coordination with Tobacco Coalition:

- Letters to senator
- Talking points for meetings with Senators

### **Tab 8:**

#### Labor - Strategy -- Tax:

- Talking points for PM/RJR call on president of BCT
- Letter for president of BCT to members
- Sample letter for members to send to Congress and White House
- Talking points for president of BCT in meeting with Lane Kirkland and other labor leaders
- Phone bank scripts for appeal to members

### **Tab 9:**

#### TI Coordination - TI Lobby Plan:

- Nothing

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# Inventory of Speeches (Continued)

## Responsibility:

### TI Coordination - TI Educational Packet:

- Information kit
- White papers
- Talking points

### **Tab 10:**

#### Science, Publicly Challenge EPA Science:

- Press conference statement
- Open letter to the new EPA Administrator
- Press release for press conference

Clark Judge

#### Science - EPA to Reexamine ETS Study:

- Fact sheet on paper arguing for reexamination of ETS at EPA

#### Science - Science Spokesperson:

- Speeches for spokesperson
- Talking points for spokesperson

Clark Judge

#### Science - Presentation to OSHA on ETS:

- Script for presentation

RJR

### **Tab 11:**

#### Research - Studies:

- Press releases announcing study findings
- Press conference statements
- Fact sheets based on studies

#### Research - Position Papers:

- White paper on ETS
- White paper on excise taxes

#### Research - Niagara Institute:

- Report on tobacco issues in Canada
- Statement by Institute director
- Press kits

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# Inventory of Speeches (Continued)

## Responsibility:

### Tab 12:

#### Legal - Growers' Law Suit:

-Nothing

#### Legal - Briefings on ETS:

-Talking points, CEO/CEO

-Letter, CEO/CEO

-Talking points, General Counsel/General Counsel

-Letter, General Counsel/General Counsel

### Tab 13:

#### Media/Communications - Press Package:

-Press kit on ETS

-Press kit on excise tax

#### Media/Communications - Plan Ad Campaign:

-Ad copy

#### Media/Communications - Radio Talk Shows:

-Talking points for briefings

-Fact sheets for briefings

Clark Judge

Clark Judge

#### Media/Communications - Promote Speakers in Local Markets:

-Letter to set up speaking engagement

-Talking points for calls setting up engagement

-Press release announcing engagement

-Speech for speaker

Clark Judge

#### Media/Communications - Television Interviews

-Talking points for interviews

-Press kits

Clark Judge

Clark Judge

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# Inventory of Speeches (Continued)

## *Responsibility:*

### Media/Communications - Press Briefings:

- Talking points
- Press kits

### Media/Communications - Editorial Boards:

- Talking points
- Press kits

### **Tab 14:**

#### Message - 50 Million Smokers:

- Talking points

#### Message - Canada Tobacco Model a Myth:

- Talking points

#### Message - Courtesy and Common Sense:

- Talking points

#### Message - Hurt Employees:

- Talking points

#### Message - Tax Regressive:

- Talking points

### **Tab 15:**

#### Speeches - ETS Speech:

- Themes statement
- Speech

Clark Judge

Clark Judge

#### Speeches - Junk Science Speech:

- Speech

DONE

#### Speeches - Economic Consequences:

- Themes statement
- Speech

Clark Judge

Clark Judge

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# Inventory of Speeches (Continued)

## *Responsibility:*

### Speeches - Excise Taxes:

- Themes statement
- Speech

Clark Judge  
Clark Judge

### Speeches - Canada and the Black Market:

- Themes statement
- Speech

Clark Judge  
Clark Judge

### Speeches - Basic Speech

- Themes statement
- Speech

Clark Judge  
Clark Judge

*Budget:*

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● Project \_\_\_\_\_ Speeches \_\_\_\_\_  
\_\_\_\_\_ Junk Science Speech

\*5/20/93

*Lead Responsibility:* PM: Jim Ramsay  
RJR:

ETS ☒ FET ☐

*Time Line:*  
-Completed

*Description:* Speech theme: puts ETS in context of other government scientific blunder (e.g. Alar, chlorination of drinking water, showers)

● Speech on file - can be altered/updated to fit specific audience.

*Action:*

- Speech revised for general use. Finished draft available 4/15/93.
- Two versions - one for PM speaker, one for a 3rd party speaker created on 4/12/93
- Speech developed for MAM 2/93.

● *Budget:*

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**\*5/20/93**

ETS ☐ FET ☒

*Description:* Themes (develop)

**Action:**

*Budget:*

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● *Project* \_\_\_\_\_ *Speeches* \_\_\_\_\_  
\_\_\_\_\_ *Excise Taxes*

\*5/20/93

*Lead Responsibility:* PM:  
RJR: Clark Judge

ETS ☐ FET ☒

*Time Line:*  
-For review April 18, 1993

*Description:* Themes (develop)

●  
*Action:*

●  
*Budget:*

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*Project \_\_\_\_\_ Speeches \_\_\_\_\_*  
*Canada and the Black Market*

\*5/20/93

*Lead Responsibility:* PM:  
RJR: Clark Judge

ETS ☐ FET ☒

*Time Line:*  
-For review april 18, 1993

*Description:* Themes (develop)

*Action:*

*Budget:*

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*Project*

*Speeches*  
*Basic Speech*

\*5/20/93

*Lead Responsibility:* PM:  
RJR: Clark Judge

ETS ■ FET ■

*Time Line:*  
-For review April 18, 1993

*Description:* Themes (develop)

*Action:*

*Budget:*

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